

# Designing a communication strategy for LINX

## Intro

The communication strategy aims to enable LINX to pursue its mission, scope and goals by increasing the visibility of the organization, its achievements and prospects to external as well as internal stakeholders.

The increased visibility will enable LINX to stand out as a valuable and innovative facilitator of collaboration between universities and corporations within the area of x-ray technology and neutrons. Also, it will support LINX in its goal to attract more members among business and academia.

This communication strategy (first draft) contains the following elements:

1. The starting point
2. The communication objective
3. Stakeholders
4. Key messages
5. Channels
6. Channel survey
7. Required communication tools
8. Governance
9. Next steps and proposed actions

Appendix I: Defining an ambassador corps

## 1: The starting point:

LINX is now entering its 3rd year, and is about to launch a **revised strategy** that aims to move LINX from its establishing phase to the next phase, focusing on releasing the potential of the collaboration platform to an even greater extent. Hence, LINX will continue to create value through collaborative innovation for science and industry within the field of x-rays and neutrons.

The revised strategy puts an emphasis on:

- **Collaboration** – encouraging and facilitating partnering between science and industry by offering an excellent collaboration framework
- **Innovation** – helping the industry to benefit from science by cultivating the development of applicable knowledge
- **Communication** – making LINX, its offerings and benefits visible to its stakeholders

The **communication strategy** is (partly) the execution of the 'Communication' ambition in the strategy, while it at the same time supports the 'Collaboration' and 'Innovation' ambitions.

## **2: The communication objective:**

The communication strategy aims to:

- Make LINX's offerings and benefits visible and attractive by documenting their positive impact on science and businesses
- Establish and/or increase trust in LINX and its framework among current members (industry and science), potential members and decision makers (ie politicians and civil servants).
- Encourage more members to join LINX
- Make the businesses, institutions, facilities and geographies around LINX stand out as prosperous and attractive for partners to engage with.

## **3: Stakeholders:**

The communication evolves in a sort of 'Communication symbiosis' where the target groups both are subject to receiving and being part of the messaging, hence projecting themselves in the external communication.

The primary target audience for the communication lies within three groups:

- **Industry:**
  - Top decision makers on strategy (C-level),
  - R&D decision makers or responsible, operational R&D,
  - HR.

As recipient of the communication, companies should be convinced that participating in the LINX framework is likely to add value to their innovation cycle, to their products, to their knowledge pool, to their employer brand and talent pool and – at the end – to their business. They should understand the financial model that defines the collaboration, and how investments will return. Industry should have confidence in LINX as a facilitator and executor, and that the framework is a 'safe haven' for sharing, learning and creating. Industry should also understand that when engaging in the communication, they have the opportunity to demonstrate excellence and forward-thinking solutions, as well as standing out as an attractive employer.

Examples of businesses: Novo Nordisk, Velux.

- **Science:**

- Universities primarily in but to some extent also outside the region – leaders & decision makers
- Researchers/ scientists
- Students, graduates and post docs. Funding, demonstrate expertise, cutting edge science. Show your individual field of expertise.

Overall, communication should help universities understand their role and benefit in the partnering with industry. Communication should help giving the universities their 'license to operate' and underline their contribution to society. Also, cases involving the LSF's will add shine to the universities and researchers as part of cutting edge science, and make Uni's attractive for students, researchers etc.

- **Decision makers/ politicians and civil servants within public bodies:**

- Members of science and innovation organisations and ministries, and their associates. Know to some extent what goes on in LINX, but will have perception strengthened through success stories in media and understand the urge to continue funding the organization.
- National politicians and organisations with a general interest in growth, business, economy and maintaining a prosperous welfare society.
- Politicians within science (and business). Interested in DK as a place for cutting edge science and high tech industry.
- Regional politicians. Interested in creating growth and opportunities in their region through attractive workplaces, institutions and a great reputation in general.
- Civil servants/ advisers

Overall communication should inform politicians, funding parties and civil servants about LINX's activities and successes, and confirm to the parties that funding is a sensible investment. Understand that investing in LINX is a benefit to businesses, regional development, science and academia, growth and technologies that offer benefits to society.

- **Media:**

- Journalists in general and business media. Need to 'discover' LINX and the X-ray and Neutrons field as an institution and a field with a possible impact on society.

#### 4: Key messages, proposed audiences and formats

##### **X-rays and neutrons are exciting technologies/sciences that help us improve our everyday lives – even if we don't think about it.**

- Very few of us have an understanding of what x-rays and neutron technologies are about and how they work for us. Nevertheless these technologies hold the key to major improvements when they are applied in some of the industries that are important for us in Denmark, such as food, quality control, biotech, medico and agriculture. Luckily Denmark is in a 'sweet spot' for taking advantage of these fields as we are situated between excellent research facilities, have excellent academic institutions and ambitious businesses that are eager to benefit from the technologies. The LINX Association has been founded, non-profit, to make it easy and attractive for science and businesses to get together to work on projects together to the benefit of society.
- **Audience:** All non-specialists with an interest in developing society. General public. Politicians. Civil servants.
- **Format:** Appealing case stories on ie tangible product development within food or biotech with focus on the (potential) outcome of the invention. Possible op-ed's.

##### **Collaboration and partnering between science and industry is key to success – and LINX can take you there!**

- Working together across businesses and fields of expertise is part of the Danish 'model' and shows how 1+1 makes 3. It takes both parties to a new level and allow us to deliver successful projects for the benefit of business, economy, science and society. Great innovation happens when science and business works cross-disciplinary in a trusting environment. This forms the competitive edge in many successful business cases.
- **Audience:** Science and business – decision makers within both. Decision makers within politics.
- **Format:** Success stories emphasizing the conditions for and benefits of collaboration. Cases with focus on the process.

##### **LINX offers you an opportunity to cultivate your innovation with other great minds in a great framework, on neutral grounds, and in a 100% confidential safe haven.**

- Collaboration and partnering takes an effort, though. It's a bit like finding a life partner: Reaching out to the right, actually the perfect partner, defining your shared goals, settling your conditions for your relationship and installing trust in each other is crucial for success – but hard work and time consuming. LINX can take you all the way. And once you operate within the LINX 'jurisdiction' you are 100% sure that it's a 'safe haven' for working in confidentiality, so don't be afraid of competition, experimenting, testing your ideas, trying out wild stuff, reaching out. You can be vulnerable here and join in with confidence.

- **Audience:** Researchers and developers from both industry and science. Post doc's and master thesis students.
- **Format:** Case stories with a people focus. Shared stories.

### **Partnering with science as a business/industry can bring competitive edge to your product and be done in a seamless framework**

- As a top performing business within your line you probably employ great talents in you R, D and innovation. But tapping into the greatest minds within research as well as getting access to second-to-none research facilities in the region can take your business to an even higher level. Working within the LINX framework ensures that you are on neutral grounds and working within full confidentiality. Also, it's a benefit for your employer brand and your talent attraction as your employees get to 'play' with high level science and get access to state of the art knowledge and facilities, hence building their own skills and insight.
- **Audience:** Industry; researchers and decision makers
- **Format:** Case stories from an industry perspective with focus on process and benefits.

### **Engaging with industry holds great potential for science.**

- Industry can help you bring your science to use for the benefit of society. Also, it possibly holds the potential for you for increased funding. But it takes an effort to seek out relations and accommodate to industry needs. Science needs to get out of the 'ivory tower' and meet the business on their premises. Industry is not used to seeing the opportunities in and working with the LSF's but you can take them there. YOU need to reach out.
- **Audience:** Science. Decision makers, researchers and students.
- **Format:** Cases showing off the benefits. Concrete collaboration projects giving prestige or funding to a research unit. Businesses talking about how collaboration works.

### **Investing in science pays off for a society.**

- Having world class academic institutions and state of the art facilities is crucial for our society. And our return on investments in science will increase if we get science and industry to work together. Also the 'Axis of science' from Lund, over Copenhagen and down to Hamburg is an exciting hub for science and business within N&X. This is the place to develop and to grow as a business, a field of science or as an individual. LINX supports this agenda. But collaboration, success and attracting the right parties doesn't come from nothing. This is a unique opportunity to exploit the huge scientific facilities in the region. So we need continued funding to boost the success– not just drip by drip - but permanently/ continuously.
- **Audience:** Politicians, civil servants, organisations. Decision makers.
- **Format:** Op-ed's. Conferences on growth and development.

## 5: Channels

The below is a listing of the possible communication channels that can be activated in a communication plan. The benefit of the channels should be validated through a few focal group/individual talks.

Channel	Comment
SoMe: LinkedIn and Twitter	<p>LinkedIn: THE place to be for business interaction and communication among stakeholders. To be considered:</p> <ul style="list-style-type: none"> <li>- How to increase number of followers</li> <li>- How to set up an ambassador corps for posting and reposting LINX posts</li> <li>- How to enable a LinkedIn editor to ensure a steady flow of activity, ie publishing plan, commenting, engaging.</li> <li>- How to ensure max attention to posts through tagging, likeability, messaging.</li> </ul> <p>Twitter: Relevance to desired stakeholders?</p> <ul style="list-style-type: none"> <li>- Duplication of LinkedIn comms?</li> </ul>
Media	<p>Broadsheet/digital media, ie. Børsen, Berlingske/ Berlingske Business, JP, Politiken, Sydsvenskan (?), Hamburger Allgemeine Rundschau (?). Digital-only, ie. Altinget.</p> <p>Options:</p> <ul style="list-style-type: none"> <li>- 'Classic' PR: press announcements, pitching of stories to selected media and journalists (to be identified and listed).</li> <li>- Debate and op-ed's: Taking a stand in debate sections – alone or in partnerships.</li> </ul>
Professional media and publications	<p>Media within science, politics, business. Publications from other organisations or bodies (DA, DI, KL, DR, ...)</p> <p>Ingeniøren</p>
Annual report	<p>Should be developed so that messaging aligns with communication strategy and key messages.</p>
Inhouse media with collaboration partners	<p>In collaboration with partner: encourage inhouse media (magazine, intranet – even client communication) to do casestories on collaboration projects.</p>
Events, conferences, networks	<p>To be identified. Science conventions, Folkemøde</p>
Lobbyism	<p>Lies in the role of the LINX CEO. Not in scope in communication strategy.</p>

## 6: Communication matrix – stakeholders/ channel (Incl survey result)

As part of the analysis process we conducted a stakeholder channel survey.

Below is the insight from the survey:

- 34 individuals participated in the survey, of which 60% were employed in industry, 12% in universities and 15% in organisations.
- 44% were researchers, 23% leaders or executives and 17% project managers.
- Preferred sources of professional inspiration were (multiple options):
  - Online media – 73%
  - Scientific journals – 61%
  - LinkedIn 55%
  - Newsletters – 50%
  - Own intranet or website – 26%
- Preferred online news media were
  - DR.dk/TV2.dk – 59%
  - Politiken, JP or Børsen (print) – app 20% each
  - Ingeniøren
- Social media are used on a regular basis, especially LinkedIn:
  - LinkedIn – 76% on a daily or weekly basis
  - Facebook – 59% on a daily or weekly basis
  - Twitter – 27% on a daily or weekly basis.
- People interact on social media more rarely (51%) than sometimes (24%) or often (12%).
- Preferred formats are:
  - Short articles – 85%
  - Headlines or updates – 67%
  - Long articles – 47 and sometimes
  - Videos – 38%
- The newsletter provided by LINX is read always or sometimes by 88% of the recipients
- 88% find the newsletter very good or good.

### Conclusion:

LINX should focus on **short articles and updates on LinkedIn** in order to reach its industry audience.

This should encourage **LINX to develop a LinkedIn strategy**, including building an ambassador corps in order to release the potential of the media.

Print media like the broadsheets as well as Ingeniøren may still be relevant channels as well, in order to reach decision makers from politics or organisations.

Stakeholders from universities are not fully investigated in this survey due to a limited number of answers.

## 7: Communication Toolbox

<b>Tools</b>	<b>Comment</b>
Position paper	Contains core messaging/ elevator pitch, background, key messages, selected case stories, fact sheet.
Communication plan	Annual wheel and activities, roles & responsibilities.
Media overview	List of media and journalists
Movie (optional)	Short video, presenting LINX
PPT Intro	Short and appealing LINX narrative to introduce ppt presentations to new audiences.



## **8: Proposed governance & communication annual wheel.**

The annual wheel ensures that LINX, over a year, continuously share stories, cases and updates that will reach selected audiences with targeted messaging. The governance describes the roles & responsibilities in LINX that ensures an ongoing communication effort in compliance with the communication strategy

### **Roles & responsibilities:**

**LINX CEO:** Overall responsible for and owner of comms strategy and plan. Sets the direction for messaging. Spokesperson for LINX. Contributes to content ad hoc. (CEO)

**LINX admin & communication resource:** Day-to-day responsibility for maintaining and execution of plan. Engages ambassadors. In charge of content production (self or possibly through externals. SoMe owner. Produces newsletter. (Comms)

### **Annual wheel:**

#### **Weekly or bi-weekly:**

- Monitor select stakeholders (LSF's, Universities, industry, media), repost and comment on their LinkedIn posts incl @# with names.(Comms + CEO ad hoc)
- Post short news bites – meetings, conferences, activities. (Comms)

#### **Monthly**

- Decide on (CEO & comms) and produce (comms) a 'core story' – based on selected theme from key message board. Publish as earned or owned media: PR/pitch, op-ed or own LinkedIn article. Even other professionals' media.
- Share on SoMe and with ambassadors for repost. (Comms)
- Newsletter (Comms).

#### **Quarterly:**

- Adjust and update communication plan and validate selected stories. (CEO initiative + comms).

#### **Ad hoc**

- Engage in events, conferences, Folkemøde and kick off presentations with the LINX narrative (elevator speech). (CEO)

## 9: Next step and proposed actions:

### Immediately:

- Define an ambassador corps consisting of a small group (10-15 individuals representing the stakeholder groups) that have a high stake in LINX' mission and that will commit to repost or promote messages on SoMe. (CEO, comms) (See appendix).
- Define a simple LinkedIn strategy to ensure more followers, including the ambassador corps, and ongoing activities/plan. (Comms) – ie using ambassador corps to reach out.
- Establish a press list of relevant media (JP, Politiken, Ingeniøren) and journalists. (CEO, comms)
- Establish communication toolbox. (Comms)
- Initiate communication plan for the coming year, integrating some of the proposed stories below.

Storyline	Target group	Channel
<p><b>Dating with an impact! Short formats for SoMe. Monthly</b>            Couple of the month. Double portraits of two people who hooked up via LINX for an interesting talk, a project or similar.</p> <p><b>Template:</b> Who are you – why did you meet – what was the best outcome of your meeting – what did you learn about xxx that surprised you. Ie. student/business, researcher/industry, industry/facility, business/business.</p>	SoMe. Short, casual and enjoyable. Could be videos made in iMovie as well.	Own channels – LinkedIn and Newsletter
<p><b>What are you working on? Monthly</b>            Short stories presenting cases, projects or solutions from a personal point of view.</p> <p><b>Template:</b> 3-5 questions:            Who are you?            What are you working on at the moment?            What are you dreaming of? (ie what are you hoping to achieve w. case)            Who helped you get here?            Who would you like to meet if all was possible?</p>	SoMe. Short, casual and enjoyable. Could be videos made in iMovie as well.	Own channels – LinkedIn and Newsletter
<p><b>X-ray my cheese, please!</b>            Food fraud and unsafe food is a huge issue many places in the world. That's why our high standards in Denmark for food safety is a major advantage in relation to our food export. And actually X-rays can make our food safer and more attractive for markets abroad.            Using the best technology adds competitive edge to the products. X-rays even allow us to do non-destructive testing. LINX is the org that binds the companies and researchers together in something that can potentially be big.            Background story but ideally with participation from a scientist and/or business.</p>	Business, politicians/ decision makers	Sponsored content/ 'indstik. Opportunity to republish  Or pitch, depending on case.

<p><b>LINX – the movie!</b> 2 minutes movie explaining the magic of N&amp;X and why LINX has a purpose. How can X&amp;N make our lives better – and how will LINX support this agenda. Presenting LINX and its ESS collaboration, building on a LINX core narrative. Possibly through the eyes of a student.</p>	All.	Own media and channels, incl LinkedIn
<p><b>Solar sack.</b> Unsafe water and scarcity of clean drinking water is a big problem in many developing countries, as 3 billion people currently don't have access to safe drinking water. A group of young entrepreneurs have invented the solar sack that cleanses water by the aid of the sun. But the solution needs to be safe and so do the material for people to use it. So now this young entrepreneurship benefits from the aid of LINX by getting the material thoroughly tested. And potential users in developing countries will get a safe product.</p>	All	Pitch.
<p><b>Partnerships make stronger.</b> On the occasion of next new significant membership – or a successful project: Partnering makes stronger. Demonstrate how collaboration between parties in a trusting environment inspires innovation and spurs success.</p>	Potential members. Politicians	Press announcement. Or pitch. Op-ed.
<p><b>Partnerships make stronger. Part II</b> Collaboration rocks. Cherry-pick a great case or partnership – or even professional relation to demonstrate how innovation grows when you combine your forces. I.e. industry/ science or industry/ student. Emphasize on the process of intellectual cross fertilization.</p>	Industry, science	Collaborate with comms department in science or industry to push this to an internal/ owned media.
<p><b>Presenting the axis of cool science!</b> On the occasion of any news from ESS: Copenhagen is situated right between some amazing research facilities. What do they do and how can you engage. What does it mean to the region and its development (branding CPH as a great place for business and science).</p>	Business, science, decision makers	Pitch to press. Or op-ed (kronik)
<p><b>Quality assurance of 3D printed objects.</b> 3D print is only getting bigger – not just for the fun stuff, but crucial elements with a potentially huge impact (example). This demands an extremely high level of safety and quality. X-rays can deliver quality assurance for printed objects. Who, what, how.</p>	Business, science.	Press pitch for tech section in newspaper.
<p><b>X-rays and neutrons making everyday life a little better.</b> Series of three case stories each connecting LINX, its members and technologies to examples of how XN technology can improve our lives through food safety, biotech or xxx.</p>	Some audience. People, decision makers and business.	Sponsored content/ partnership with POV. Republish

**NOTE: All articles should be reposted on LinkedIn and in newsletter.**

## Appendix I: Defining an ambassador corps:

### Spreading the LINX gospel!

At LINX we love sharing the stories and messages around how we connect science and industry and let them do their magic together, applying X-ray and neutron technology in awesome projects.

But we need AMBASSADORS to help us share our stories!

That's why we are now creating an ambassador corps of smart, influential and well-connected people to become Social Media (SoMe) ambassadors for LINX! The purpose of the ambassador corps is to increase the outreach of owned content by LINX on social media.

#### To do:

- LINX defines which SoMe channels are relevant for communication, ie. through which channels LINX can expect to reach its target groups (see comms strategy).
- LINX will put together **a list of 20-30 (potential) ambassadors** in accordance with some, most or all of these criteria:
  - Ambassadors should have some kind of affiliation with LINX as either **board members, advisory board members, employees, project participants** or similar.
  - Also ambassadors should have a positive and supporting attitude towards LINX and its mission, as well as getting the basics right around LINX.
  - Ambassadors should have the will and skills to act on Social media – ie comfortable posting, answering comments, fundamentally active etc.
  - Ambassadors' preferred platforms could be **LinkedIn, Facebook** or **Twitter**. Instagram may be less relevant here.
  - Ambassadors should ideally have an attractive network on SoMe among ie. peers, politicians, media, industry, academia or other target groups.
  - Ambassadors should be briefed thoroughly on their **role and the communication process**,
- The **communication process** goes as follows:
  - A LINX comms responsible posts content on SoMe on a regular basis such as an article (from own or other channels), op-ed, update or similar.
  - Comms responsible notifies ambassadors via mail group incl short background and link to the post. Most often the content itself with an additional comment for the SoMe.
  - Ambassadors **repost on their own channels** – optionally including a short personal comment, if desired.
  - Posts should be categorized 'public' ('Offentlig') on Facebook in order to reach as many individuals as possible.
  - Ambassadors monitors post for possible comments or actions, and engages in an open and friendly dialogue if needed.
  - Additionally LINX can choose to boost certain posts in relation to target groups.

## Appendix II: Communication matrix (draft).

The template below is designed to be printed in a larger format, ie A2.

The purpose is to, on an ongoing basis, identify smaller and larger stories that applies to own media (LinkedIn, newsletter, website) or to external media (ie op-eds (kronikker) or press pitches).

To qualify for an external media the story should have a news relevance, demonstrate value to its readers and/or to society – ie. growth, scientific breakthrough, economic significance, or be something unusual, impressive or spectacular.

## Story overview LINX

THEMES	OWN CHANNELS: LINKEDIN/ NEWSLETTER	EXTERNAL MEDIA/ PRESS
X-RAYS AND NEUTRONS IMPROVING OUR LIVES		
COLLABORATION IS KEY TO SUCCESS! ❖ GREAT IDEAS GROW TOGETHER ❖ CONFIDENTIALITY ❖ BUSINESS SUCCESS		
REGIONAL DEVELOPMENT		